

MANAGERS' RECRUITMENT GUIDE

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Managers' Recruitment Guide

PURPOSE

The purpose of this guide is to assist managers in hiring and retaining employees. It provides information on how to initiate recruit actions, hiring sources, the application and hiring process. Collective bargaining agreements between management and labor unions also contain provisions on recruitment. This guide should be used in conjunction with collective bargaining agreements. Where collective bargaining agreements and information in this guide differ, provisions of collective bargaining agreements prevail. The information in this guide is provided in question and answer (Q&A) format with subject headings for easy reference. The Q&As address issues, which managers frequently ask or become involved with during the recruitment process.

This guide is for use by managers to provide **general information only**; it is not a technical guide for use by Personnel Specialists. Managers with specific technical questions about filling positions must contact their Civilian Personnel Advisory Center (CPAC) for assistance.

INITIATING A RECRUIT ACTION

Q1: What is the first step in the recruitment process?

A: The first step in the recruitment process is to submit a Request for Personnel Action (RPA). This process is automated and is commonly known as submitting the RPA. The RPAs must be submitted according to the routing procedures established by your Director or Activity Commander.

Q2: Who initiates the recruit Request for Personnel Action (RPA)?

A: The supervisor decides when a recruit action is needed. The actual recruit RPA may be input by an administrative assistant or other individual assigned this task for the organization. However, the supervisor or manager with the vacancy must ensure that all required information is provided to ensure a complete RPA is submitted to the CPAC.

Q3: What information is absolutely essential to place on a RPA for it to be processed?

A: All information required to accurately identify the position requirements and other information about the filling of the job. This information must be placed on the automated RPA or electronically attached to the document when sent to the CPAC.

Required information includes:

- Required and desired skills (see Q's 33 & 34).
- Whether or not permanent change of station (PCS) costs will be paid.
- Area of consideration for each recruitment source you request.
- Recruitment source(s) e.g., Delegated Examining Unit (DEU), RESUMIX (specify specific categories such as Dept. of Army, Dept. of Defense, Reinstatement, VRA, VEOA, etc.

- Name request(s).
 - Email address of the manager to receive the referral list.
 - If temporary position, provide justification, duration of appointment and supervisor's certification that position has not been filled on a temporary basis for 24 out of the last 36 months.
 - If term position, provide justification, and crediting plan describing how education and experience will be evaluated in the rating and ranking process.
- Other pertinent information that may apply and must be placed on the RPA in Section D, Remarks, is conditions of employment such as:
- Required background checks,
 - Emergency Essential designation,
 - Security clearances, and
 - Physical examinations.

Job descriptions, crediting plans and other relevant supporting documents must be attached electronically. (Only approved standard Army Job Descriptions with designated titles and series may be used for recruiting.) If recruitment is desired from different sources, e.g., RESUMIX and DEU, both actions may be requested at the same time.

Q4: How far in advance should a recruit RPA be initiated?

A: There are no specific time limits on how far in advance a recruit RPA can be initiated. Supervisors may initiate a fill action as soon as it is known that a vacancy is projected. Also, in collaboration with the organization's Resource Management office, managers may take a proactive approach to filling positions and recruit based on high turnover rates before an actual projected vacancy occurs. Advanced recruitment may help alleviate some of the vacancy problems that exist in child development centers. For example, when numerous vacancies are expected for the same job (e.g., summer turnover), multiple selections can be made and all necessary checks processed in advance so that selectees can be brought on board as soon as necessary.

MONITORING THE RPA

Q5: How can a manager find out the status of an RPA?

A: The individual inputting the RPA (e.g., manager or administrative assistant) has the ability to view online the current location of the RPA. However, it is the manager's responsibility to follow up with the individual inputting the action so RPAS can be monitored to ensure they move quickly through the approval system and arrive at the Civilian Personnel Operations Center (CPOC) for a timely fill. The online audit trail shows all inboxes the RPA has been through and how long it remained with each individual. It also shows who currently has the action in their inbox. This online monitoring capability allows managers to track the action and move it along when a slow down occurs in the process.

Q6: Does the RPA have to go through the Resource Management office?

A: Yes, unless the organization has established different routing procedures. Typically, all RPAS must go through the organization's Resource Management office for authorization and approval of funds.

RECRUITMENT SOURCES

Q7: Who decides what recruitment sources will enable a manager to get a job filled quickly and with the best-qualified candidate?

A: Managers, in conjunction with advice from the CPAC. The CPAC Specialist will have experience filling positions in the serviced area, and based on the title, series and grade of the position for recruitment, can guide managers to the sources where they are most likely to get good results.

Q8: What recruitment sources are available?

A: Managers may choose from several recruitment sources. They may use the RESUMIX system for a list of qualified applicants to include internal candidates, and applicants eligible from various appointing authorities (see Q's 15 & 16). Also, they may request a list of candidates from outside the Federal service from the DEU (see Q23); and, as appropriate, the Army Career Referral system. Managers may recruit from different sources at the same time. Recruitment sources must be discussed with the CPAC Specialist.

Q9: Can a manager do his/her own recruiting by locating applicants for vacant positions?

A: Yes. A manager may identify candidates that she/he would like to consider for vacant positions. However, unless these individuals are eligible to be appointed directly without competition (see Q15) they must apply through RESUMIX or DEU procedures. Applicants should be directed to the CPOL website to access the RESUMIX job kit which explains application procedures and includes job listings. The website is located at www.cpol.army.mil or the Pacific Region homepage.

Q10: Since positions are difficult to fill, why is it that managers cannot be given direct hire authority to fill positions with applicants from "off the street"?

A: In 1996 when the Office of Personnel Management (OPM) delegated authority to agencies to hire applicants "off the street" using DEU procedures, they withdrew all "direct hire" authorities and determined that agencies could hire applicants with no prior government service through the DEU process.

Q11: What should a manager do if an applicant approaches you looking for a job?

A: If an applicant approaches you looking for a job, she/he must be directed to apply under the RESUMIX system, unless the individual is eligible for appointment without competition (see Q15). If the manager is interested in hiring the individual using RESUMIX procedures the individual may be identified as a "name request" when the RPA is submitted.

NAME REQUESTS

Q12: What is a name request?

A: A name request is the individual or individuals the manager would like to have referred for consideration for his/her vacancy. When a manager wishes to consider name requests, the individuals' names must be included in Part D of the RPA request.

Q13: If a manager has already submitted a RPA, and later discovers someone she/he would like to consider as a name request. What can be done?

A: The manager should contact the CPAC Specialist servicing his/her organization. The specialist will forward this information to the CPOC by email. **However, if a referral list has already been processed and forwarded to the manager, it is too late. A new list will NOT be processed just to allow for consideration of a name request.**

Q14: If a name request is submitted with an RPA, will the name request(s) automatically be considered for the vacancy?

A: The area of consideration will be established to include the name request. To be considered for the vacancy, the name request MUST have an active resume in the RESUMIX database PRIOR to the CPOC processing the referral list, AND, must have self-nominated (see Q31) for the applicable announcement. For special announcements, the name request must have an active resume in the RESUMIX database and must self-nominate for the position during the open period. Managers who submit name request(s) should ask the individual BEFORE submitting the RPA if she/he has a current resume in the RESUMIX database.

HIRING OPTIONS

Q15: Does a manager always have to request a referral list to fill a vacant position?

A: No. Not always. The following sources may be used by the CPAC without the need to submit a request for a referral list to the CPOC. Typically, these sources can be used for a quick fill. The CPAC will have the CPOC determine if OPM qualification requirements are met, make the job offer and establish a proposed entrance on duty (EOD) or start date.

- Reassignment of a current employee.
- Changes-to-lower grade.
- NAF to AF conversions without a promotion.
- 10-point/10 point compensably disabled Veterans Readjustment Appointment (VRA) eligibles.
- 30% Disabled Veterans.

Q16: Are there other sources a manager can use to identify qualified candidates to fill a vacancy?

A: Yes. In addition to sources above, managers may consider the following applicants (each category of applicants is further defined later).

- VRA eligibles.
- Transfer eligibles.
- Promotion eligibles.
- Veterans Employment Opportunity Act (VEOA) eligibles.
- NAF to AF conversion eligibles (for promotion).

- DEU eligibles.

Q17: What is the Veterans Readjustment Appointment (VRA)?

A: The VRA is an excepted service appointment that can be given to certain veterans and can be converted to a career-conditional appointment upon satisfactory completion of two years in the VRA program and any required education or training. Appointments can be made at any grade level up to and including GS-11 or the wage grade equivalent. VRA eligibles are automatically qualified for positions up to GS-03 and WG-03 based on their military experience. For positions at higher-grade levels they must meet all OPM qualification requirements for the position.

Q18: What is a Transfer?

A: A transfer is the appointment of a current career or career-conditional Federal employee who moves from one Federal agency to another without a break in service.

Q19: What is a promotion eligible?

A: A promotion eligible is an individual who meets all of the requirements for a higher graded position, meaning they meet qualifications requirements in terms of required education, general and/or specialized experience (see Q's 37 & 38) and time-in grade requirements, when appropriate. Promotion eligibles must compete for the next higher graded position unless they have previously competed and are in a career ladder where the individual may be promoted noncompetitively upon meeting eligibility requirements.

Q20: What is the VEOA appointment?

A: A VEOA appointment is one based on an individual's eligibility under the Veterans Employment Opportunity Act of 1998. This act authorizes agencies to appoint former military members to Career-Conditional appointment in the competitive service under Merit Promotion procedures provided the former military member has served on active duty for a period of three years and received an honorable discharge or preference eligible.

Q21: What are Non Appropriated Fund (NAF) To Appropriated Fund (AF) Conversions and how does a manager know if an employee is eligible for the NAF to AF Interchange Agreement?

A: A NAF-to-AF conversion is the appointment of a NAF employee to an AF position provided she/he meets the eligibility criteria. To be eligible, a NAF employee must have at least one year of continuous NAF service; however, this service does not have to be in the current position. For more details on NAF to AF conversions contact your CPAC.

Q22: If an employee is eligible for conversion under the NAF to AF Interchange Agreement, how does CPOC determine if the conversion action must be competitive?

A: First, the CPOC determines if the applicant is qualified for the position. Then, they compare the applicant's NAF salary to the representative rate of the AF position in which the individual will be placed. The representative rate for GS positions is step 4; for WG, it is step 2. If the NAF salary is equal to or greater than the AF representative rate, the

employee may be reassigned to the position without competition. However, if the NAF salary is less than the AF representative rate, the position is considered higher than the employee's current position; and, the action must be competitive.

Q23: What is DEU Authority?

A: The Office of Personnel Management has granted Delegated Examining Unit (DEU) authority to Department of the Army (DA), USARPAC to evaluate and refer qualified applicants for jobs in the Federal competitive service. The CPOC has DEU authority for most all jobs filled in Pacific. Veteran preference in hiring and the "Rule of Three" are applied. An individual selected from a DEU list for a permanent position receives a career-conditional appointment that leads to career status. All competitive term appointments must be filled using DEU procedures.

Q24: What is the Rule of Three?

A: The selection procedure used when hiring from a DEU list (known as a certificate of eligibles). When selecting from eligible candidates on a DEU list, the selecting official must select from among the highest three eligibles on the list who are available for appointment, provided she/he does not pass over a preference eligible to select a nonpreference eligible. Exceptions may be made only when an objection to the preference eligible has been processed and approved. Only OPM has authority to approve objections to 30% or more (CPS) compensably disabled veterans and disqualifications of preference eligibles based on medical grounds. Approval of objections for other reasons may be approved at various levels within the organization. Check with your CPAC for guidance.

Q25: What is a Reassignment?

A: The change of a permanent employee from one position to another without promotion or change to lower grade. It may be to a position in the same or different job series. Sometimes a reassignment is referred to as a lateral.

Q26: What is a 30 Percent or More Disabled Veterans Appointment?

A: This appointing authority may be used to hire veterans who have a service-connected disability of 30 percent or more. Initially, the veteran is hired under a provisional/temporary appointment that must last more than 60 days. At any time during the provisional/temporary appointment, the veteran may be converted to a permanent appointment to the same or a different position. The veteran must meet all OPM qualification requirements if the position is above the GS-03 (includes testing requirements) or WG-03 grade level. The veteran must serve a one-year probationary period if converted to a permanent career-conditional appointment.

Q27: What is Reinstatement?

A: Reinstatement is reemployment of an individual formerly employed in the Federal service under a career or career conditional appointment (or equivalent). Individuals may be reemployed to a position up to the highest grade previously held on a permanent basis without competition. There is no time limit for reinstatement of preference eligibles and

for persons who have completed service requirements for career tenure. Generally, others may be reinstated only within three years of their separation.

APPLICATION PROCEDURES

Q28: How do applicants apply for a job through the RESUMIX system?

A: They must submit a three-page resume along with the required supplemental data sheet and transcripts when required. The instructions on how to apply are located at the following website: www.cpol.army.mil . Click on RESUMIX Resume Kit. The format for the resume is in the Kit.

Q29: How can an applicant find out about a specific vacancy announcement?

A: All vacancy announcements are posted at the website www.cpol.army.mil.

Q30: If a RESUMIX Announcement covers a position, how would an applicant indicate interest in the position?

A: Interest in announcement should be indicated on the Self-Nomination. The applicant should follow the instructions in the RESUMIX Resume Job Kit.

Q31: What is meant by self-nomination?

A: Self-nomination is the process of indicating interest and availability for an announcement. This is possible only if the applicant already has a valid resume on file in the RESUMIX database. The applicant must self-nominate by the **closing date** of the appropriate vacancy announcement. This is done **only by email or via the CPOL website**. Instructions are contained in the Resume Job Kit at: <http://www.cpol.army.mil>

IDENTIFYING REQUIRED AND DESIRED SKILLS

Q32: Why are managers required to identify required and desired skills?

A: The manager knows the skills the selectee must bring to the job for satisfactory performance. Proper identification of required and desired skills is crucial to getting a referral list with qualified candidates who meet the requirements of the vacant position. Skills should be reviewed in conjunction with a SME and CPAC

Q33: What are required skills?

A: **Required skills** are skills defined by management that the candidate **must possess** to successfully perform the duties of the position. These skills must be related to the duties of the position as described in the official position description. For example, it is not feasible to **require** that a Secretary have experience in contracting because the individual will be working in a contract office. In this case, experience working with contracts would be a **desired skill**, and would not screen out anyone who did not have contract experience. An applicant must meet the required skills search criteria before a rating determination is made. Required skills must not only be related to the duties of the position, but must also be reasonable to expect applicants to have.

Q34: What are desired skills?

A: Desired skills are those that management would like for a candidate to bring to the job. Desired skills are not mandatory, but when possessed would make a candidate better qualified for the job.

MINIMUM AREA OF CONSIDERATION

Q35: When a manager requests that the area of consideration be limited to the organization, why are applicants from other areas sometimes referred on the list?

A: The minimum area of consideration as defined by Army regulation is a permanent Department of Army employee.

APPLICANT QUALIFICATIONS

Q36: What are qualification standards?

A: Qualification standards are established by OPM and are intended to identify applicants likely to be able to perform successfully on the job, and to screen out those who are unlikely to do so. These standards prescribe the type and level of education and experience required for an individual to be considered minimally “qualified” for a specific position and grade level. The same qualification standards are used by all Federal agencies and define how much and what kind of education and experience an applicant must have to qualify. Generally, positions at the GS-5 and above levels require 1 year of specialized experience at or equivalent to the next lower level in the Federal service.

Q37: What is specialized experience?

A: Specialized experience is that which has equipped the applicant with the particular knowledge, skills and abilities to perform successfully the duties of the position and is typically in or related to the work of the position to be filled.

Q38: What is general experience?

A: Unless otherwise defined by a specific qualifications standard, general experience is typically any type of progressively responsible work experience that demonstrates the applicant’s ability to perform the duties of the position to be filled. It could have been clerical, office or other work experience that indicates ability to acquire the knowledge and skills needed to perform the duties of the position.

Q39: Who decides if applicants are qualified for positions?

A: The CPOC determines qualifications of applicants and issues referral lists. In some cases, the CPOC/CPAC consults with Subject Matter Experts to make qualifications determinations.

HIRING PREFERENCES

Q40: What is Military Spouse Preference and how does it work?

A: JAPAN: Military spouse preference (MSP) is hiring preference given to spouses of military personnel who accompany their sponsor to a foreign overseas duty location. MSP applies only to initial employment in a continuing position, including temporary

positions of 1 year or longer. MSP is afforded to military spouses for both NAF and AF positions. MSP candidates referred for selection will block selections of non-MSP candidates when selection is made from a competitive referral list. This applies whether the MSP candidate is on leave without pay or is an external candidate. Selecting officials may make selections from noncompetitive sources without regard to MSP (for example, VRA, 30% DAV, or DOD and OPM interchange agreement eligibles).

B: ALASKA/HAWAII: Military spouse preference applies to spouses of active duty military members who desire priority consideration for competitive service positions at DoD activities in Alaska or Hawaii. Spouses may only be registered if they accompany a military sponsor who is assigned by a PCS move to Alaska or Hawaii. The spouse must meet all pre-employment criteria and be immediately appointable to a position in the competitive service. To meet the appointability requirement, the spouse must be a current federal career or career-conditional employee; be currently serving under a VRA or Schedule A handicapped appointment; have reinstatement eligibility; have appointment eligibility under E.O. 12721 or have competitive service eligibility based on employment under other merit systems such as Defense Civilian Intelligence Personnel Management System (DCIPS).

Q41: What is Veterans Readjustment Appointment and how does it work?

A: The VRA is a special authority by which agencies can, if they wish, appoint eligible veterans without competition to positions at any grade level through General Schedule (GS) 11 or equivalent. (The promotion potential of the position is not a factor.) VRA appointees are hired under excepted appointments to positions that are otherwise in the competitive service. If the agency has more than one VRA candidate for the same job and one (or more) is a preference eligible, the agency must apply the veterans' preference procedures prescribed in 5 Code of Federal Regulations (CFR) Part 302 in making VRA appointments. A veteran who is eligible for a VRA appointment is not automatically eligible for veterans' preference. After two years of satisfactory service, the agency must convert the veteran to career or career-conditional appointment, as appropriate.

Q42: What is Family Member Preference and how does it work?

A: A family member is the spouse or child(ren) up to the age of 23 of an active duty service member or civilian employee who works for appropriated fund or non-appropriated fund activities. To be eligible for employment as a family member, the spouse or child(ren) must reside with the sponsor. Family member preference is employment preference given in the foreign overseas area to family members who apply for GS and NAF positions when they reside with the sponsor and have PCSed from the States. Family member preference candidates have priority after Military Spouse Preference (MSP) preference candidates have been cleared on the competitive list. However, the preference cannot conflict with veterans preference.

INTERVIEWS

Q43: Are managers required to interview applicants?

A: No. Interviews are recommended, but not required. Managers may interview none, some, or all of the candidates on a referral list or a DEU certificate. However, managers should use a consistent interview process.

Q44: Can a manger use a candidate's inability to appear for an interview as a basis for nonselection?

A: No. Managers may conduct telephone interviews. Also, a supervisor or manager in one location may conduct a courtesy interview for a manager in another location when such arrangements can be worked out.

Q45: Once a manager makes a selection from a RESUMIX referral list what needs to be done next?

A: The referral list must be annotated with actions taken and sent to the CPAC.

Q46: If some of the individuals on the referral list have returned to the United States, and others decline the position, does this information need to be provided to the CPAC?

A: Yes. All information received when the list is “worked” that affects applicants’ future availability for positions must be reported to the CPAC, e.g. declined job offer, reasons for declinations (declined location, declined grade, declined Center), relocated, etc. Managers must annotate the information on the referral list. When lists are returned to the CPOC, this information is used to delete from the RESUMIX database resumes of individuals who are no longer available. This process of cleaning up the database helps managers get referral lists with currently interested and available applicants.

RECRUITMENT AND RETENTION INCENTIVES

Q47: Are there recruitment incentives that may be used for filling hard-to fill positions?

A: Yes. Recruitment incentives include, recruitment bonuses, superior qualifications appointments (advance-in-hire rate) and relocation bonuses. Information on recruitment and retention incentives is found in 5 CFR 575.

Q48: What is a recruitment bonus?

A: A recruitment bonus is payment of a sum of money, in addition to basic pay, to a newly appointed, U.S. citizen, appropriated fund, general schedule employee; or an individual not yet employed, but to whom a written offer of employment has been made by the agency. A determination must be made that, in the absence of such a bonus, difficulty would be encountered in filling the position with a high-quality candidate.

Q49: How much money can be offered an individual as a recruitment bonus?

A: An individual may be given up to 25% of their basic pay, which is the rate of pay fixed by law or administrative action for the position to which the employee is or will be newly appointed (excludes deductions, locality pay, etc.).

Q50: What conditions are required for an applicant to be given a

recruitment bonus?

A: Commanders may recommend recruitment bonuses for individuals who meet eligibility criteria. Documentation required includes information that the position to be filled is for a period of at least 2 years, certification that without the recruiting bonus the organization would have difficulty filling the position with a highly qualified individual, that the position is authorized on the organization's TDA for the duration of the proposed appointment, and that funds are available for the period when the bonus is to be paid. Detailed results of recruitment efforts are also required. Contact the servicing CPAC for additional details on documentation of recruitment efforts.

Q51: If an applicant is paid a recruitment bonus, is she/he under any obligation to stay with the organization for a certain period of time?

A: Yes. Candidates must sign a service recruitment bonus agreement indicating that they will serve at least 12 months before a bonus will be paid. The bonus runs during the same period as the overseas tour. If the employee voluntarily fails to complete the period of employment, she/he will be indebted to the Federal Government and must repay the amount of the bonus on a pro rata basis (1 month for 1 month).

Q52: Who has approval authority for paying a recruitment bonus?

A: The CPOC has approval authority for granting a recruitment bonus. Commanders recommend recruitment bonuses, and the documentation package must be forwarded through the CPAC to the CPOC for approval. **Approval must be granted prior to the individual entering on duty.**

Q53: What is a superior qualifications appointment?

A: Appointment of a newly hired candidate, or a reappointment of an individual after a 90-day break in service, at a pay rate above the minimum rate of the appropriate general schedule grade, (e.g., instead of hiring as a GS-12, step 1, the individual may be hired as the GS-12, step 4.) The appointment may be made based on either the superior qualifications of the individual or the special need of the agency for the candidate's services.

Q54: What documentation must be provided to support a superior qualifications appointment?

A: Documentation must include:

- Copy of the applicant's resume or application,
- Copy of the job description for the position to be filled,
- Copy of the vacancy announcement,
- Commander's rationale for recommending a higher rate based on the individual's qualifications or the organization's special needs for the candidate's services
- Description of the recruitment efforts made to fill the position, including consideration of surplus candidates in the competitive area and career program or functional program,
- Commander's rationale for not offering a recruitment bonus instead of or in addition to an advanced rate,

- Commander's recommended pay rate (expressed as a percentage of the candidate's existing pay, not to exceed 20%), and
- Commander's certification that funding is available.
-

Q55: Who has approval authority for a superior qualifications appointment?

A: The CPOC has approval authority for granting a superior qualifications appointment. Recommendations for superior qualification appointments and the documentation package must be forwarded through the CPAC to the CPOC for approval. **Approval must be granted prior to the individual entering on duty.**

Q56: Is the Superior Qualifications Appointment the same as an advance in-hire rate?

A: Yes. Superior Qualifications Appointments are also known as advance in-hire rates.

Q57: What are relocation bonuses?

A: Payment of an employee for up to 25% of the annual rate of basic pay to an employee, who must relocate to accept a position in a different commuting area, provided there is a determination that, in the absence of such a bonus, difficulty would be encountered in filling the position with a high quality candidate. A relocation bonus may be paid without affecting the payment of a retention allowance.

Q58: What documentation must be provided to support a relocation bonus?

A: First, the recruitment situation must be appropriate for a relocation bonus to be paid. Secondly, the following documentation is required to support the need of the relocation bonus:

- documentation that without the bonus, the organization would have difficulty filling the position with a highly qualified candidate,
- certification that the position is authorized on the current TDA and that funds are available for the period when payments are to be made, and
- detailed documentation of recruitment efforts.

Contact your CPAC for guidance on preparing relocation bonus requests.

Q59: Who has approval authority for paying a relocation bonus?

A: The CPOC has approval authority for granting a relocation bonus. Recommendations for relocation bonuses, and the documentation package must be forwarded through the CPAC to the CPOC for approval. **Approval must be granted prior to the individual entering on duty.**

Q60: What is a retention allowance?

A: Authorization to pay up to 25% of basic pay of a current U.S. citizen appropriated fund employee if unusually high or unique qualifications of the employee or a special need of the agency for the employee's services makes retention of the employee essential, and it is likely the employee would leave Federal service unless there is payment of the allowance. A retention allowance cannot be paid to an individual who is likely to leave

his/her position for employment in the executive, legislative or judicial branch of the Federal government, whether in the same or a different agency. Payment of a retention allowance may not begin during a period of employment established under a service agreement (12 months service) required for payment of a recruitment bonus.

Q61: What documentation must be provided to support a retention allowance?

A: Documentation must include:

- a recommendation by the commander,
- certification that without an allowance, the employee is likely to leave the Federal Government,
- written description of the extent to which the employee's departure would affect the organization's ability to carry out an activity or perform a mission-essential function,
- certification that the position to be filled is authorized on the organization's TDA for the fiscal year during which the allowance is initiated and that funds are available;
- results of recent efforts to attract high quality candidates with similar qualifications and availability of persons who, with minimal training or disruption of service, could perform the full range of duties and responsibilities assigned to the employee, and
- rationale for amount of the allowance or change to allowance percentage.

Q62: Who has approval authority for paying a retention allowance?

A: The CPOC has approval authority for granting a retention allowance. Recommendations for retention allowances and the documentation package must be forwarded through the CPAC to the CPOC for approval.

PERMANENT CHANGE OF STATION (PCS) COSTS

Q63: If an individual is recruited from CONUS, must PCS costs be paid?

A: No. Managers are not required to pay PCS costs when recruiting from CONUS; however, payment is an attractive recruitment incentive. If at all possible managers should pay PCS costs when recruiting stateside or worldwide, especially when recruiting for hard-to-fill positions. If PCS costs are not paid, the chances of finding a qualified candidate are greatly diminished when recruiting for hard-to-fill positions. When filling positions that have traditionally been hard-to-fill managers should always pay PCS costs.

ROTATION AGREEMENTS

Q64 : If an individual is recruited from the CONUS, do they have to sign a rotation agreement?

A: Yes. Individuals recruited from CONUS for career or career-conditional positions must sign rotation agreements. The initial rotation agreement for Alaska and Japan is 3 years and may be extended for an additional 2 years. Hawaii requires approval for extension beyond 3 years.